

# PLANNING AHEAD

Notes for the Planning and Policy  
Community



US Army Corps  
of Engineers

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## ***A Note from the Leader of The Planning Community of Practice***

We have been working very hard over the past several months in preparing new guidance for our planning business. As a result, I'm pleased that we have issued five engineering circulars - more commonly called ECs - that will strengthen planning products and process. Briefly, the new ECs are:

EC 1105-2-405, Division Engineers' Submittal of Final Decision Document for Projects Requiring Specific Authorization (31 March 2005). This EC establishes new procedures for preparing and transmitting final reports that require Congressional authorization. A Division Engineer's transmittal letter is established to endorse and transmit final feasibility reports to Washington for review. The letter will include a report summary, not to exceed 10 pages, that addresses study information, study objectives, alternatives, and expected project performance.

EC 1105-2-406, District Engineer's Presentation of Final Decision Documents for Projects Requiring Specific Authorization (31 March 2005). The EC establishes a process for District and Division Commanders to present their final reports to a new Civil Works Review Board. The Board will serve as a corporate checkpoint that the final decision report and NEPA document are ready for the Washington-level "State and Agency" review.

EC 1105-2-407, Planning Models Improvement Program: Model Certification (31 May 2005). This EC mandates the use of certified models for all planning activities. This policy is applicable to all planning models currently in use, models under development and new models. The appropriate Planning Center of Expertise will be responsible for model certification.

EC 1105-2-408, Peer Review of Decision Documents (31 May 2005). This circular establishes procedures to ensure the quality and credibility of Corps decision documents by adjusting and supplementing the current review process. It presents a framework for establishing the appropriate level and independence of review, assigns responsibility for conducting Independent Technical Review (ITR) and External Peer Review (EPR) of applicable decision documents to the Planning Centers of Expertise, and details requirements of review documentation and dissemination.

EC 1105-2-409, Planning in a Collaborative Environment (31 May 2005). The fifth circular summarizes the previous four and provides additional guidance that reemphasizes current guidance or provides improvements to the Corps' planning in a collaborative environment. This EC addresses the timeframe for planning, Federal interest, plan selection, natural resources mitigation, and monitoring and adaptive management.

The full text of these ECs will soon be published with other Corps' guidance at <http://www.usace.army.mil/publications/>. Check this address for updates.

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### **Featured Articles**

Issues! We Have Issues!!.....	2
Regional Technical Specialist Program.....	3
Water Resources Development Acts (WRDA) Online.....	4

### **Monthly Columns**

Cultural Resources.....	4
Nonstructural News.....	4
Planning Centers of Expertise.....	5
Planning Leaders' Corner.....	7
Planning Associates Update.....	8
Planning Tech Specialists.....	11
1-900-Planner.....	12
Planning CoP Calendar.....	12

***Want to Contribute?  
Want to Subscribe?  
See Page 12!***

## Words from the Editor

Readers of *Planning Ahead*,

Once again, the *Planning Ahead* team has put together a great newsletter of interesting and exciting news and information concerning the Planning community. This issue is filled with valuable resources including links to the new EC's introduced by Bill Dawson on the front cover. This month's issue also highlights some information that is publicly available to you such as the Water Resources Development Acts (WRDA) available online (p.4) and some training opportunities. Also, members of the Planning Centers of Expertise have been diligent in passing along various sources in which information about this Center can be accessed. The Planning Center of Expertise for Inland Navigation even wrote in to tell us their goals, missions and what they are doing to support the Corps' planning program.

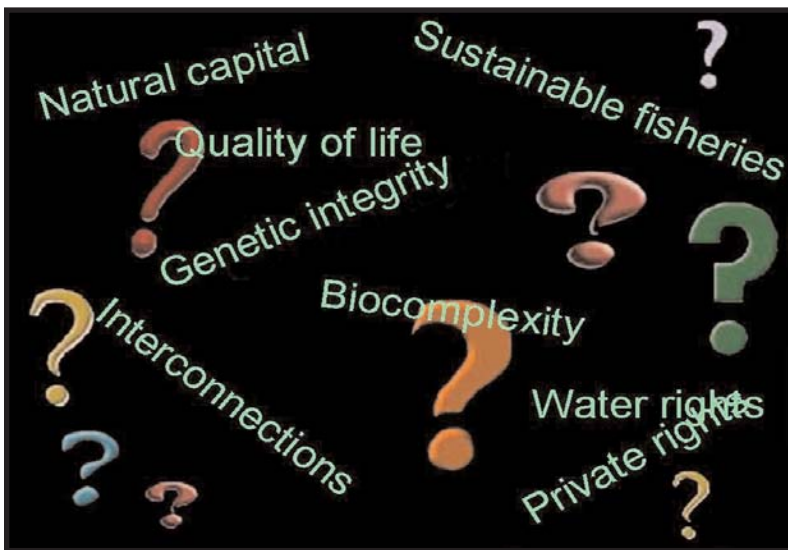
As always, we hope that you enjoy and await every issue just as much as we enjoy making them. Thank you to the *Planning Ahead* team and all who contributed.

Monica Franklin, Editor  
Institute for Water Resources  
[Monica.A.Franklin@usace.army.mil](mailto:Monica.A.Franklin@usace.army.mil)

## FEATURED ARTICLES

### ***Issues! We have Issues!!!***

*Jean O'Neil, Engineering Research & Development Center*



A PROSPECT class titled ECOSYSTEM PLANNING & MANAGEMENT ISSUES, #264, is being taught on 18-22 July 05 in Lafayette, LA. Spaces are currently available and great conversation will certainly be offered.

You can read the Purple Book description at this link: [http://pdsc.usace.army.mil/CourseListDetails1.asp?Ctrl\\_Num=264](http://pdsc.usace.army.mil/CourseListDetails1.asp?Ctrl_Num=264) but the real story is made up by those who attend. This is a discussion class with a few selected topics presented by a few instructors to get things going, but the majority of the topics covered during the week are put on the table by the class members on the first day. Here's a sample question on the exam: The structure of this class, that is, more discussion and less structure, makes it \_\_\_\_\_ on the class organizers and instructors:

- a. Easier
- b. Harder
- c. No difference
- d. No Idea

I wish the answer was a. You should try making up a set of test questions for the first day when most of the topics aren't known yet!

Anyway, the intent of this class is to help deal with major current ecological resource issues and integrate them into what the Corps does. What is an issue? We define it in two ways:

- o A question or needed decision
  - with an element of conflict
  - with differing opinions among stakeholders
  - with differing possible outcomes
  - that probably requires some trade-offs or compromises
- o A point that needs resolution before we can or should continue - a point in dispute or with undesirable consequences

This is a class best suited for folks who have been working for a few years and have thought about some of the sticky wicket items like restoration in urban and rapidly changing areas, how to determine what should be restored, non-monetary benefit evaluations, and the relationship between endangered species and diversity. We also have a good time in Louisiana, in the Atchafalaya and Other Locales of Local Interest.

We hope you will consider joining us. If you are interested, sign up with your training officer. Contact Jean O'Neil for information on class content (Phone 601-634-3641, [L.Jean.O'Neil@erdc.usace.army.mil](mailto:L.Jean.O'Neil@erdc.usace.army.mil).) Contact John Buckley for registration questions at phone 256-895-7431, and email [John.P.Buckley@HND01.usace.army.mil](mailto:John.P.Buckley@HND01.usace.army.mil).



### **Regional Technical Specialist Program**

*Chris Glanz, Great Lakes & Ohio River Division*



**Background:** As a part of the Planning Excellence Program, LRD staff developed this program to deploy technical experts at the GS-13 level to make improvements in regional interface and better utilize district technical resources.

**Areas of Expertise:** Each of LRD's 10 Planning Regional Technical Specialists (RTSs) is an expert in a Corps civil works mission area, including ecosystem restoration (formulation, evaluation & compliance), economic analysis (general navigation, inland navigation & flood control), and plan formulation (navigation & flood control). RTSs are available for Independent Technical Review (ITR) duties (team leadership particularly), teaching assignments, and CoP function leadership. With an average experience with the Corps of Engineers of over 20 years, each RTS is well equipped to handle production assignments for regional, complex, or specialized projects.

**Accessibility:** RTSs are on-call and can be easily accessed via the link (below) to an intranet page. Personal biographies, experience, contact information, and a contract template are available on this page. You can learn about the specialists, select one for your specific need, prepare a contract and send it to the RTS for execution - all from the same site. <https://dispatch.lrd.usace.army.mil/programs/rts-pd/>

**Work Quality:** The program demands the best from the best. RTSs have been cited for outstanding work and leadership. They have received high praise from those who have engaged their services, receiving 4.65 out of a possible 5 in evaluation ratings. Comments on RTS work include "a pleasure to work with, a true professional," "provided good suggestions and insights." RTS work projects include the Mill Creek, OH Flood Control Project, the Ohio River Mainstem System Study, and work associated with the Inland Navigation Center of Expertise and for the International Joint Commission.

**Leadership:** All RTSs have taken the Instructional Methods course (or equivalent). They are ready to take charge as your ITR team leader, in a CoP program initiative, leading a regional interface action, or taking on a task that requires a technical expert or proven leader.

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## **Water Resources Development Acts (WRDA) Online**

*Ted Hillyer, Institute for Water Resources*

As you know, Corps of Engineers Civil Works projects are authorized by the legislative process through a series of acts. In the early history of the Corps of Engineers, these acts were referred to as River and Harbor and Flood Control Acts. Sometimes these acts were separate, but more often they were combined; hence the title of Omnibus Bills. Starting in 1974, these acts became known as Water Resource Development Acts. Thanks to our good friends and partners at the Fish and Wildlife Service, 28 of the 29 authorizing acts since 1938 have been made available to us through the following internet site: <http://www.fws.gov/r9dhcbfa/corps%20civils%20works.htm>. For the one act that is missing, the River and Harbor Act of 1968, Aida Ibisevic of the Institute for Water Resources, is working with the Fish and Wildlife Service in an attempt to correct the omission.

## **CULTURAL RESOURCES**

### ***The Great Lakes and Ohio River Division Environmental Community of Practice Conducts Video Teleconference on Cumulative Effects Assessment***

*Dr. Hank Jarboe, Great Lakes & Ohio River Division*

On April 21, 2005, the Great Lakes and Ohio River Division (LRD) Environmental Community of Practice (ECoP) conducted a video teleconference (VTC) presentation on Cumulative Effects Assessment. The VTC was hosted by the Nashville District Office. The VTC was broadcasted to the LRD District and Division Offices. There were an estimated 60 participants in attendance throughout the audience. Mr. Tom Swor, an Environmental Team Leader in the Project Planning Branch in the Planning, Programs, and Project Management Division of the Nashville District Office provided the presentation for the VTC. The LRD Division office opened by presenting an overview of the ECoP topic and provided the purpose and objective of the VTC. The presentation included a definition of cumulative effects (CE), logic for considering a CE as part of an impact assessment for a study, Corps responsibility for considering the cumulative effects assessment (CEA) as part of the Environmental Operating Principles, how a CEA is performed, scoping for CE, and Reasonably Foreseeable Future Actions (RFFAs). The CEA component of the Ohio River Main Stem Study (ORMSS) and lessons learned to date were included as part of the presentation. The VTC presentation was followed by a session where there were specific questions and answers, and general comments relating some of the professional experiences with CEA from District participants. The VTC PowerPoint presentation for this ECoP session can be accessed from the Great Lakes and Ohio River Division ECoP Knowledge Dispatch website located at <https://dispatch.lrd.usace.army.mil/cop/environmental/>. For additional information or comments on this or any previous LRD ECoP presentations please contact Dr. Hank Jarboe at (513) 684-6050 or by e-mail at [hank.jarboe@lrdor.usace.army.mil](mailto:hank.jarboe@lrdor.usace.army.mil).

## **NONSTRUCTURAL NEWS**

### ***Taxation of Corps of Engineers Nonstructural Project Benefits by the Internal Revenue Service (IRS)***



The following question has recently come up -- Are property owners whose property is improved from Corps of Engineers projects that implement nonstructural measures subject to paying income tax on those improvements/benefits? This question stems from a ruling on June 28, 2004 by the IRS in which the IRS determined that certain disaster mitigation payments made by the Federal Emergency Management Agency [FEMA] to property owners under the National



Flood Insurance Program (NFIP) should be taxable as personal income by the benefiting property owners. This ruling concerned nonstructural measures that could be considered as improving property such as elevation, dry flood proofing, wet flood proofing, relocation, etc. This ruling included the Hazard Mitigation Grant Program, the Flood Mitigation Assistance Program, and the Pre-Disaster Mitigation Program which greatly focus on nonstructural measures to accomplish flood mitigation. The IRS ruling declared that a property owner must include as taxable income the cash portion of the grant



received as reimbursement for the mitigation or that was paid by the local government to the contractor that performed the work. This resulted in IRS form 1099 being sent to many property owners for such payments received in 2004. This generated a lot of controversy which resulted in Congress recently passing legislation that specifically reversed the IRS decision and made it clear that this type of payment was not to be considered taxable as it would significantly diminish the long term implementability of nonstructural measures to mitigate flood hazards--something that Congress does not want to see happen. The legislation is retroactive as well as prospective meaning that such benefits in the past as well as in the future are not being considered taxable. This legislation was signed into law by the President on April 15, 2005 as PL 109-7. The legislation is specific to the FEMA disaster mitigation programs stemming from the NFIP as this was the focus of the IRS ruling. This should end this IRS taxation issue relative to the FEMA programs under the NFIP.

In specific regard to the Corps programs that implement nonstructural measures, the focus of the IRS was to the FEMA programs under the NFIP--not Corps of Engineers programs. Nothing has happened that should make anyone within the Corps think that any changes relative to taxation has occurred to Corps of Engineers programs to implement nonstructural measures. As many things are subject to interpretation, all involved with implementing nonstructural measures by Corps of Engineers programs should consider that the interpretation of PL 109-7 is that the Corps continue to do business as has been done in the past. To interpret the IRS ruling relative to the NFIP and the subsequent legislation culminating in PL 109-7 in any other fashion would be a serious self inflicted blow to the future of nonstructural measure implementation by the Corps and clearly against the intent of Congress.

Larry Buss can be contacted by e-mail at [larry.s.buss@usace.army.mil](mailto:larry.s.buss@usace.army.mil) or by phone at 402-221-4417.

## **PLANNING CENTERS OF EXPERTISE**

### ***Planning Centers of Expertise Linked***

*Ted Hillyer, Institute for Water Resources*

GREAT NEWS! The Planning Centers of Expertise web sites are linked on the Planners Resources web at <http://www.iwr.usace.army.mil/iwr/plannersweb/> The Planning Centers of Expertise (PCX) "button" is located on the left hand side of the page.

As some of the Center leaders have suggested, it might be good to link back to this page so that all the Centers link to each other. It would be up to the individual Centers to add such a link to their sites; certainly to the Planners web, and if desired to each of the other Centers individually.

Another linkage of the PCXs is also in the making. A workshop of all PCX Directors and Technical Points of Contact is scheduled for 28-29 June 2005 in the Washington, D.C. area. This action is the direct result of the recent Planning Advisory Board meeting whose members recognized that it is time for the PCX leaders to start talking with one another, sharing their accomplishments and developing strategies to address the next set of priorities. While the final agenda is still being developed, some possible topics might be: the PCX role in ITR/Peer Review under the new Peer Review guidance (EC 1105-2-407), discussions of staffing/virtual teams/funding issues, and the PCX role in the 2006 Planning CoP Conference. More information on the June workshop will be in the June Planning Ahead. It is hoped that this workshop of the PCX personnel could become an annual event.

For additional information on the Planning Centers of Expertise or to offer to provide an article on one of the Centers for a future edition of Planning Ahead, please contact Ted Hillyer at: [theodore.m.hillyer@usace.army.mil](mailto:theodore.m.hillyer@usace.army.mil)



## **Planning Center of Expertise for Inland Navigation**

*David A. Weekly, Huntington District*

### **Introduction**

On August 25, 2003, the U.S. Army Corps of Engineers (USACE), Director of Civil Works assigned the mission of the national planning center of expertise for inland navigation to the Great Lakes and Ohio River Division (LRD). The national planning centers are part of an initiative to improve the quality and effectiveness of the Corps planning process for water resources projects called the Planning Excellence Program (PEP). The PEP includes training and work force capability improvement, enhanced quality assurance and control efforts, process improvement and regional and national planning centers. The USACE Planning Center of Expertise for Inland Navigation

(CXIN) has responsibility for planning related activities for the nation's network of shallow draft inland systems and the Great Lakes navigation system. The CXIN is in the Huntington District. LRD's Chief of Planning and Policy, Theodore "Tab" Brown, is the CXIN director. Paul Hanley in LRD-PDS-P and David Weekly, LRH-NC, are the Technical Points of Contact, with David Weekly responsible for day-to-day operation of the center. The CXIN evolved from the LRD Navigation Planning Center, which was established in 1981 and subsequently designated as a technical center of expertise by the Ohio River Division, which later became the Great Lakes and Ohio River Division. The CXIN website is: <http://inlandwaterways.lrh.usace.army.mil>.

### **Mission Summary**

The CXIN supports the Corps planning program at the national level in a number of ways. The CXIN supports Project Delivery Teams in the accomplishment of planning studies that are nationally significant, complex, costly and/or controversial. We are also to develop, maintain and apply the best and most appropriate national and regional expertise and science and engineering technology to the planning of inland navigation projects across the Nation. The CXIN primarily focuses on economic evaluation and plan formulation for Inland Navigation projects, since environmental evaluation and compliance is a basic planning function in all districts. We are also responsible for the economic aspects of engineering reliability analyses of navigation structures. Additionally, some environment expertise is contained within the CXIN because navigation systems analysis outputs are used in system assessments of environmental impacts of navigation improvements.

### **Organization**

The core team in Huntington includes economists, engineers, environmental planners, and operations research analysts, while the remainder of the USACE team is drawn from resident navigation expertise in the Louisville, Pittsburgh, Nashville, Buffalo, Detroit, Chicago, and New England districts. The CXIN fully employs the virtual team concept by utilizing inland navigation experts from government laboratories and agencies, universities, and stakeholder groups such as, the Tennessee Valley Authority, Oak Ridge National Laboratory, the Rahall Appalachian Transportation Institute at Marshall University, the University of Delaware, the Human Dimensions Research Unit at Cornell University, and the Great Lakes Commission.

### **Roles and Responsibilities**

The CXIN is responsible for the following:

- Providing inland navigation planning consulting services to Corps districts and divisions, non-Federal interests and international customers;
- Conducting key analytical components of inland navigation planning studies, or entire studies, as determined by higher authority;
- Providing independent technical review (ITR), of inland navigation planning products,
- Providing advice to HQUSACE, the Corps' laboratories and other stakeholders on significant regional and nationwide inland navigation planning issues;
- Playing a major role in establishing research and development priorities for Corps inland navigation planning;
- Coordinating the development of and participating in training related to inland navigation planning;
- Developing and managing a program of 'lessons learned' through coordination with the Division planning expertise centers by sponsoring workshops, technology transfer, and web-based support;
- Supplementing HQUSACE staff in policy compliance review for inland navigation planning on projects as requested; and
- Enhancing basic planning expertise throughout the Corps by providing or creating developmental opportunities for individuals having specialized planning expertise in inland navigation planning.

### **Current Activities**

Technical activities currently performed by the CXIN include the development, application, maintenance and refinement of the analytical tools and data bases necessary for evaluating the impacts (including benefits) of alternative future conditions within the Great Lakes Navigation System (GLNS) and Ohio River System (ORS). Similar services in support of navigation studies and evaluations have been provided on a reimbursable basis for Corps districts outside LRD, including Charleston, Jacksonville, and Little Rock districts. We have also performed Independent Technical Reviews for navigation planning projects on the Mississippi River System, the Red River, and the McClellan-Kerr Arkansas. Finally, the CXIN is available to support Project Delivery Teams in the accomplishment of planning studies and in support of navigation projects in PED, construction, and O&M during budgeting activities.

We have been active on the more institutional side of our responsibilities, too. Through the financial support of the Institute for Water Resources' Navigation Economic Technologies (NETS) program (for information on NETS see- <http://www.corpsnets.us>), the CXIN is managing or serving on specific research teams and offering advice on research priorities. With regard to our responsibilities for training planners and enhancing planning expertise, the CXIN hosted and presented the inland navigation session for the Planning Associates this past month here in Huntington, West Virginia.

### **Expertise, Accomplishments, and Conclusion**

The CXIN offers a number of services in which staff have substantial experience, including: Market Surveys, Resource Evaluation, Economic Forecasting, Rate Analysis, Systems Modeling, Lock Utilization and Capacity Analysis, Risk and Reliability Analysis, Externalities of Water Transportation, Environmental Impacts of Tow Traffic, Regional Economic Development (RED) Models, and Information Sharing. The Center has participated in numerous studies involving proposed new waterways, navigation project modifications, navigation project replacements and deep-draft ports. These include studies such as: the Gallipolis Locks and Dam Replacement study, the Lower Monongahela River Navigation System Feasibility Study, the Marmet Lock Replacement study, the Kentucky Lock Limited Reevaluation Report, and the Great Lakes Navigation System Review reconnaissance report. The Center has also done work for others, like: the Commodity Flow Study (for the state of Ohio), the Tow Cost Manual (for IWR), the Indus River Reconnaissance (for the government of Pakistan), and the Panama Canal Operations and Maintenance Study (for the Panama Canal Commission). For a more complete listing, go to this link at our website: <http://inlandwaterways.lrh.usace.army.mil/library/studies/>.

The CXIN is looking forward to expanding its virtual team of USACE navigation planning experts and becoming more active at the national level.

## **PLANNING LEADERS' CORNER**



***Teresa Kincaid, Chief, Planning and Policy Branch, Rock Island District***

After growing up on a dairy farm in Wisconsin, Teresa received her degree in Civil Engineering from the University of Wisconsin-Platteville. Following three years at the Rock Island District, she was chosen for long-term training and received a Masters Degree from the University of Wisconsin-Madison in Water Resources Management. She has been with Rock Island District her entire career, working in Planning and Project Management in various roles: study manager, project manager, Acting Chief, Planning Division, and now as Assistant Chief, Planning, Programs and Project Management Division as well as Chief of the branch responsible for plan formulation. Her planning has been in all of the major mission areas: flood damage reduction, commercial navigation, and ecosystem restoration.

Teresa is a registered Civil Engineer in Wisconsin and a member of the American Society of Civil Engineers, the Society of American Military Engineers, the Rotary Club of Davenport, Iowa, the Propeller Club (Port of the Quad Cities). During her career she has served as an officer in ASCE, and the Quad City Engineering and Science Council and as an adult leader for her church's high school youth group. She supported her alma mater by being an alumni advisor to the University of Wisconsin-Platteville Alumni Board for Women in Engineering, Math, and

Science and is currently on UW-P's Alumni Board. She teaches Civil Works Orientation and has served on the Corps' Planning Capability Task Force in 2000 and was chair of the Planning Associates Steering Committee as the PA program re-started. She has been recognized as Rock Island District's Professional Employee of the Year, Woman of the Year, and the Mississippi Valley Division's Planner of the Year, as well as the Quad City Engineering and Science Council's Junior Engineer of the Year. In her spare time, she enjoys reading, being active with her husband in support of her 16-year old daughter's activities (athletics and music) and learning from her 18-year old college son who is studying aerospace engineering.

***Planning Ahead: What excites you about being a leader in the Planning CoP?***

It's the community of people - both the young people who are carrying the load and are the Corps' future; and the network of long-time Corps experts that I have had the privilege to work with and be mentored by. I enjoy working and interacting with very interesting people in our CoP. I couldn't have dreamed of meeting any more interesting, talented, or supportive people than I've met working for the Corps of Engineers. I also need to thank everyone who supported me during my bout with cancer last year. My Corps family, both here in Rock Island, and across the country was awesome!

***Planning Ahead: What's the most significant event or phase of your career and why was it important?***

The most significant was actually the 5 years I worked in project management. I had the opportunity to be the first project manager for the Upper Mississippi River - Illinois Waterway System Navigation study and the project manager for our District's Major Rehabilitation Program - both ends of the spectrum for our great river system. I worked in a very supportive atmosphere - both within project management and - regarding the nav study - with our Planning Division leadership. I grew personally with the amount of responsibility and had great fun. I crawled inside roller dams, and in emptying and filling chambers in our lock in the middle of the winter, as well as making hundreds of presentations, both on the rehab program and on the nav study, worked on partnering with construction contractors and with our Engineering and Construction Division. Our nav team faced great challenges - with starting up something that had never been done and was very controversial with the public. We worked with Division and Headquarters to resolve issues and move ahead (it's now called vertical teaming). During that 5 year period, the region also experienced the 1993 flood. Being part of a District effort during an emergency is a career watershed event.

***Planning Ahead: If you could pass along one best piece of career advice to aspiring planners, what would it be?***

Someone once asked me what my "secret" was for getting ahead. I was honestly bewildered by the question because to me, it's always been clear - do a good job, expect a lot from yourself, get the work done, and the getting ahead will come. The concepts of exposure, working on a variety of assignments, building relationships and personal development are very important, but it all starts with quality work. I have a saying hung up in my office, "None of the secrets of success will work unless you do." It's important to know yourself, your capabilities and strengths, and match those up with needs and opportunities. Your career is your own responsibility. Remember - solving water resources problems is still important to the quality of life in our nation.

## PLANNING ASSOCIATES UPDATE

### ***Strong Winds and High Waters***

The Planning Associates (PA) Class of 2005 was busy with their curriculums as they just finished two more modules, as you will read below in Bob Heinly's (SWG) article.

"As I write this, the PA Class of 2005 is in the middle of our second, two-week technical trip. During this session we are visiting Philadelphia, PA to discuss hurricane and storm damage reduction. From Philly, we will travel to Davis, CA to learn the latest procedures and tools used in the evaluation of flood damage reduction."

"As we visit these and other Centers of Expertise during the year, we are gaining insight into the varying technical challenges each of the different



The PA Class with course instructors Tom Pfeifer (NAN), Charlie Chesnutt (IWR), and Jeff Gebert (NAP) during site visits to a storm damage reduction site in New Jersey. Timothy J. Rooney (NAP), Construction Engineer, presents information on the site.



business lines face, and we are identifying new and improved opportunities to address these challenges. The storm damage reduction business line concentrates on the stabilization or nourishment of shorelines that exhibit erosion. The sources of benefits generally include the reduction of erosion, inundation, and wave attack damages on structures, both residential and commercial. Other incidental benefits can include recreation and ecosystem restoration."

"In our discussions on storm damage reduction we were told of the importance of regional sediment management. This is a mechanism that will allow the Corps to take into consideration a watershed type evaluation for shoreline projects. We also discussed the importance of incorporating the Environmental Operating Principles. Some of the environmental considerations include threatened and endangered species, including piping plover and sea turtles, and the return of important habitats (dunes) to areas where they no longer exist."

"During our visit to the Flood Damage Reduction (FDR) Center of Expertise we will discuss some topics that carry over from the previous week, as well as new information solely related to FDR. These will include structural and non-structural measures to reduce damages, technical models, as well as evaluation of risk and uncertainty. We will again visit sites to get an "on the ground" perspective of the processes and policies presented, as well as discussions with interests outside the Corps to gain a different perspective."



**Placement of a seawall at Hereford Inlet in New Jersey.**



**Storm damage reduction, including dune restoration at Cape May, New Jersey.**

"For more information on any of these topics, contact the PA in your Division for time and location of the next PA Home Office Back Brief. If you can't make it to one of these, contact any of this years PA's for a copy of the briefing. Also, the announcements for application to next years PA class will come out on 3 June 05 and close on 01 August 05. I highly recommend the program from the standpoint of exposure to the Planning Community of Practice on a national level as well as the lasting relationships developed."

Since the Planning Associates were in Davis, California, for the Flood Damage Reduction course, this was an opportunity to have an IPR (In Progress Review) with the Headquarters (HQ), PAs and all the course managers. The PAs discussed with HQ and the course managers what was working and what was not working in the courses they had taken to this point. Fortunately, it was very positive. The course managers met the following day to briefly discuss the past courses and to discuss in more detail courses that are coming in the next few months. Another item discussed was the 2006 Planning Associates Application and Schedule.



**Planning Associates with Beth Faber (HEC), Clark Frentzen (SPD), Larry Buss (NWO) and Robin Mooney (SPD) at HEC.**



**PAs on a field trip to Magpie Creek in Davis, CA.**

## ***Where are they now?***

Lonnie Mettler (NWD) is this month's past PA columnist.

"When I first began working in a Corps Planning organization in 1989, I heard about the Planning Associates Program. I gave it a lot of consideration at that time thinking it would be a good way for me to begin understanding what it means to be a Corps Planner. The thing that made the program not so desirable at the time for me was the commitment my family would have to make in a temporary relocation. As the years went by the PA Program was put on hold. Fortunately the program was resurrected through the foresight and leadership of numerous people within the Corps that understood or who were willing to understand the significance of Planning to the Corps' future. By this time, I had 23 years of Federal Service and felt the program was probably better suited for younger Planners who could benefit the Corps for more years into the future. To my good fortune, I was strongly encouraged to consider submitting my application. Again the challenge of balancing personal commitments to family and others, maintaining a large workload in the work place, and taking on the demands of a Program which had been significantly revamped, put me through a decision cycle not unlike that of the planning process."



**General Stroock and Lonnie Mettler**

"I had three goals going into the program. First, I wanted to come away with a greater understanding and appreciation for what Planners do within the Corps of Engineers. Second, I wanted to expand my network of Planners and others within the Corps that could and would serve not only as sources of knowledge, but be a sounding board of peers as well as professional mentors. Third, I wanted to be able to bring back the bigger picture to my District and help others who had an interest to expand their views and to serve as a Planning mentor."

"Prior to the PA Program, I was beginning to settle in on the idea that I would finish out my Federal career with the Corps in Walla Walla District, not that this would be so bad since Walla Walla District is a great place to live and work. However, locked and loaded with a new perspective gained through the PA Program, the idea of an assignment elsewhere was beginning to take form. Several months after graduating as a member of the 2004 Planning Associates Class, I was selected for a position in one of the District Support Teams in the Northwestern Division office. I believe that having the experience of the PA Program and the broader perspective provided by that experience led to my current opportunity."

"I am thoroughly enjoying the opportunity of working at the Division level. One of the neat things I am experiencing is the chance to not only combine my planning skills in formulation and environmental compliance, but am able to reconnect with my operational experiences prior to becoming a Planner in the Corps. Using these fundamental skills developed over the years working in the Corps and the broader perspective provided by the PA Program, I feel I am better equipped to work in the Planning Policy arena and support the Corps' efforts to implement initiatives associated with 2012 and the Regional Business Center."

"I encourage all planners, young and old, to give the Planning Associates Program consideration. The growth opportunities associated with the program are unlimited. Along with that you get to see some neat parts of our country, see great things the Corps does for this nation, and meet some super Corps of Engineers Planners."

## PLANNING TECHNICAL SPECIALISTS

### *Planning on the Front Lines: Introducing Carol Hollaway*

#### **Professional Biography**

Carol Hollaway has worked in public service her entire 28-year career, first with Houston City Planning and then with the U.S. Army Corps of Engineers, Galveston. Ms. Hollaway serves as a Social Scientist in the Galveston District's Planning Section where she develops project benefits for deep- and shallow-draft navigation, coastal erosion, and, most notably, flood damage reduction civil works projects. Ms. Hollaway serves at the national level on the Corps' National Nonstructural Floodproofing Committee and also serves on the Flood Damage Data Collection Task Force for the Institute of Water Resources at Fort Belvoir, VA. In 1997, Ms. Hollaway received the Planning Excellence Award, the Corps' highest award for individual planning efforts. Ms. Hollaway holds both Bachelor's and Master's degrees from Texas A&M University, having been a member of one of the earliest coed classes to graduate from that university.

#### **Planning Ahead: "Tell me about your job."**

I have never worked on a project that was the same as any other. Each project presents its own unique challenges and opportunities. I am currently involved with a most interesting civil works flood damage reduction project located southeast of Houston. The Clear Creek, Texas, General Reevaluation Study encompasses a study area spanning 3 counties, 13 municipalities, and numerous water districts. The Project Team initially investigated the main stem of Clear Creek for flood damage reduction opportunities but soon realized that a more holistic watershed approach was necessary. Also numerous opportunities for eco-system restoration exist along both the main stem and the many tributaries of Clear Creek so the project purpose was expanded to incorporate eco-system restoration. The Project Team includes Galveston District personnel, local sponsors, and consultants. Because of the breadth and complexity of the study, the team hired a public relations consultant to reach the half-million residents of the watershed. I was involved with the creation of a short documentary that describes the Corps planning process as it relates to Clear Creek called "Clear Creek Project Update: Eco-friendly Flood Damage Reduction." The public relations documentary won a bronze Telly Award in 2004 in the Governmental Affairs category in a nationwide, juried competition. Incorporating multiple project purposes within a large and diverse area to a politically astute resident population has produced more than a few headaches for the project team. However, as our public relations consultant so aptly stated, "Who else can do this work? The magnitude of the effort is astounding!"

#### **Planning Ahead: What lesson learned would you like to pass on?**

I would encourage Corps planners to become more proficient in the technical aspects of their jobs. Even though the current culture in the Corps discourages the growth of technical expertise (Isn't that what consultants are for?), the agency needs a strong foundation in technical substance in order to devise innovative solutions to problems. Besides, if you anticipate job hunting in the near future, having some technical skills might actually make you marketable.

The agency is gravitating to georeferenced data, so it is better to learn georeferencing software now and start archiving your studies in that format. Georeferenced data can be shared across many disciplines and adds value to the overall process.

#### **Planning Ahead: "Who do you want to say hello to?"**

I would like to say hello to my Washington, DC friends-Bruce Carlson, Stuart Davis, Dr. David Moser, Dr. Charlie Yoe, and Lillian Almodovar. I would also like to say "hi" to Bob Carl at HEC, Davis, CA. The Corps has the best hydrologists in the world!

## 1-900-PLANNER



Everyone is encouraged to submit planning-related questions of general interest to me, Monica Franklin at: [monica.a.franklin@usace.army.mil](mailto:monica.a.franklin@usace.army.mil), and I will send them along to our ace team of experts for thoughtful responses. Thank you and let's keep those questions coming!

**Dear Planner:** *"It's been nearly five years since the last WRDA bill and more and more problems are arising in the field. What is the status of the next WRDA bill and is there any way to track the status? Does Congress recognize the importance of these bills to the Corps?"*

**Waiting in Walla Walla**

Dear "Waiting":

Both sides of Congress have taken up WRDA this year. The Senate Environment and Public Works Committee reported on their WRDA bill on April 26, 2005. The Senate bill, S. 728, can be located at [http://frwebgate.access.gpo.gov/cgi-bin/getdoc.cgi?dbname=109\\_cong\\_bills&docid=f:s728rs.txt.pdf](http://frwebgate.access.gpo.gov/cgi-bin/getdoc.cgi?dbname=109_cong_bills&docid=f:s728rs.txt.pdf). The House Subcommittee on Water Resources and Environment expects to introduce the House bill in June 2005. You can track the status of WRDA and other legislative information on the Thomas website at <http://thomas.loc.gov/home/c109query.html>. Congress does recognize the importance of WRDA and what the studies and projects mean to their constituents back home. Other factors have contributed to the lack of a WRDA over the past five years.

## PLANNING CoP CALENDAR

**Planning Ahead submission deadline**.....third Thursday of every month

**Planning Centers of Expertise Leaders' Meeting**.....Spring 2005

**Request for 2006 Planning Associate nominations**.....June 2005

**Planning Advisory Board Meeting hosted by SWD**.....October 2005

**Corps-wide Planning CoP conference, at Westin St. Francis, San Francisco**..... May 9-11, 2006

If you would like to post an item to the monthly calendar, please contact Monica Franklin at [Monica.A.Franklin@usace.army.mil](mailto:Monica.A.Franklin@usace.army.mil).

## WANT TO CONTRIBUTE TO PLANNING AHEAD?

This newsletter is designed to improve the communication among all the planners and those we work with throughout the Corps. We hope that future editions will have mostly information and perspective from those of you on the front lines in the districts. We hope that these notes become a forum for you to share your experiences to help all of us learn from each other. We can't afford to reinvent the wheel in each office. We welcome your thoughts, questions, success stories, and bitter lessons so that we can share them on these pages. The articles should be short (2-3 paragraphs) except in some cases where you just have to say more, and should be a MS Word document. We highly encourage that you send pictures to accompany your article.

**The deadline for material for the next issue is 24 June 2005.**

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(Editor's Note: In the email address, the character following the @ sign is a lowercase "L". This is also true for the single line of text. The character immediately following "subscribe" is also a lowercase "L". If these are not typed correctly, you will receive an error message.)

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Monica Franklin	<i>Announcements, Planning CoP Calendar</i>	Institute for Water Resources
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To read past issues of Planning Ahead, visit:  
<http://www.usace.army.mil/inet/functions/cw/cecwp/news/news1.htm>